Culture Change Implementation in an Era of Limited Resources

JPST GRAND RAPIDS, MICHIGAN

MARCH 24, 2015

Today's Agenda

- Introduction
- PC Workplace
- PC Living
- The Nexcare Story
- Regulatory Support
- Business Case
- Q & A

Alone we can do so little
Together we can do so much.

Helen Keller

Defining Culture Change

▶ A multi stakeholder effort to transform the culture of aging services based upon **person directed** values.

Choice **Dignity**

Relationship

Respect **Self determination**

Culture Change in Michigan

▶ "Person-centered planning' means a process for planning and supporting the individual receiving services that builds upon the individual's capacity to engage in activities that promote community life and that honors the individual's preferences, choices, and abilities."

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Michigan State Activities

- BEAM
- One Vision
- Governor's stance
- JPST conferences

Where to Start

*There is **only one** way to a person centered experience with the elder, and that is through a person centered experience with the **employees!***

The Workplace on a Low Budget

- Coaching Communication Skills
- Peer Mentoring
- Huddles and Learning Circles
- Consistent, Relational Assignments
- Leadership Development
- High Involvement teams
- Have Fun!!

Person Centered Living on a Low Budget

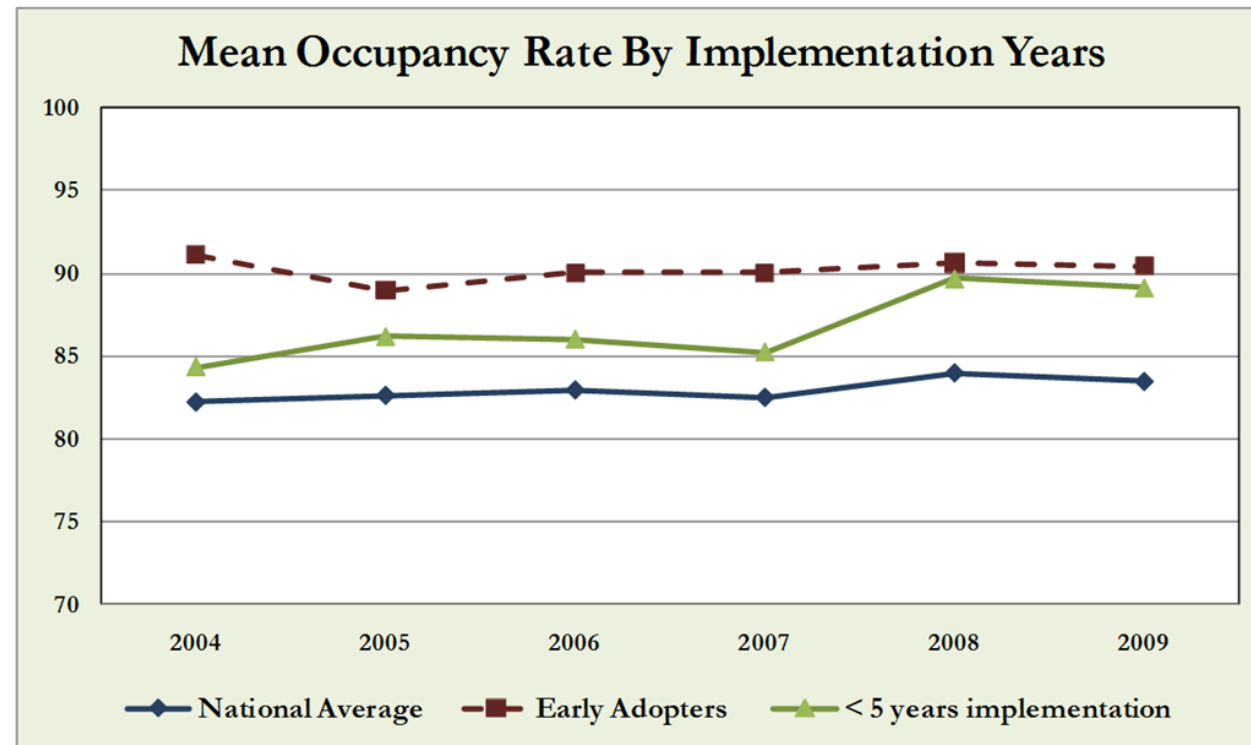- Choice/Control
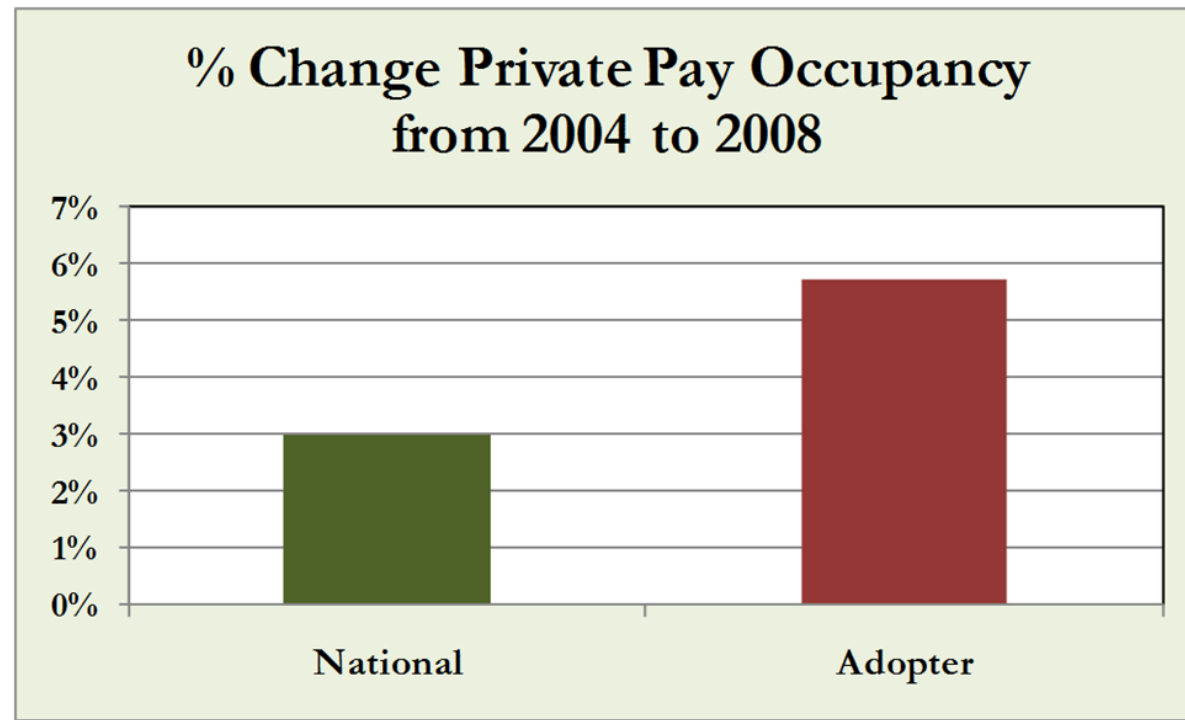- Relationship
- Engagement
- Fun

The Voice of Elders

- Video slide, deleted to make file smaller

Outcomes: Increase in Occupancy

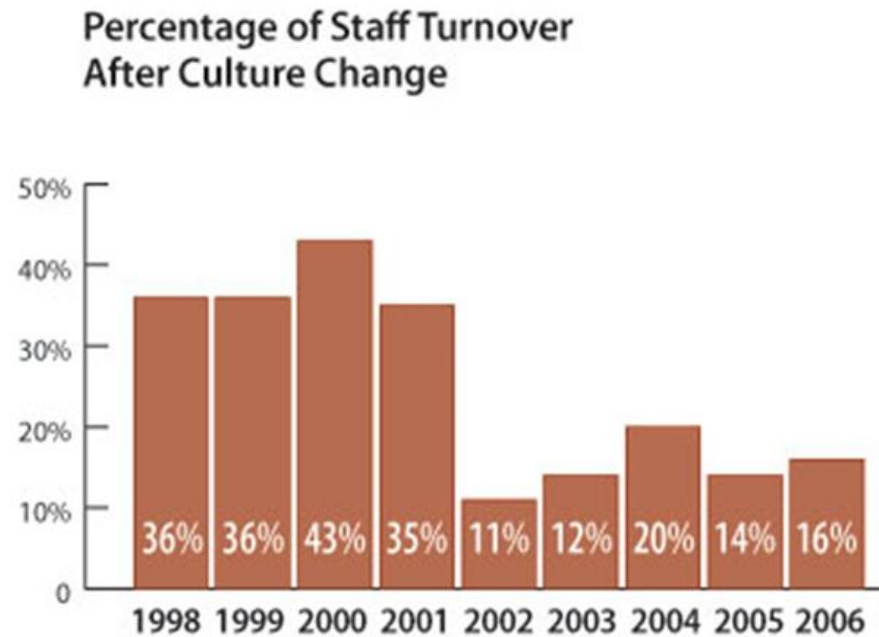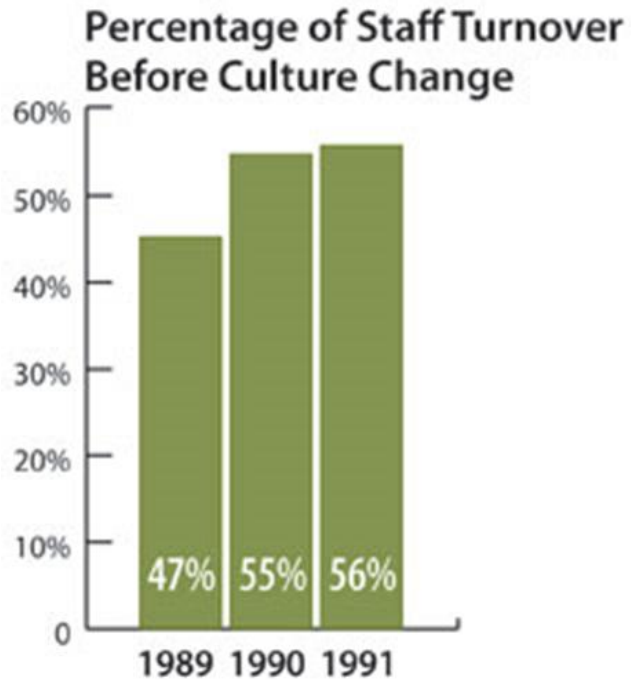Mean Occupancy Rate By Implementation Years

Source: Amy Elliott, PhD, Director of Research and Evaluation, Pioneer Network

Outcomes: Increase in Private Pay

Source: Amy Elliott, PhD, Director of Research and Evaluation, Pioneer Network

Outcomes: Increased Retention

Percentage of Staff Turnover Before Culture Change

1989	1990	1991
47%	55%	56%

Percentage of Staff Turnover After Culture Change

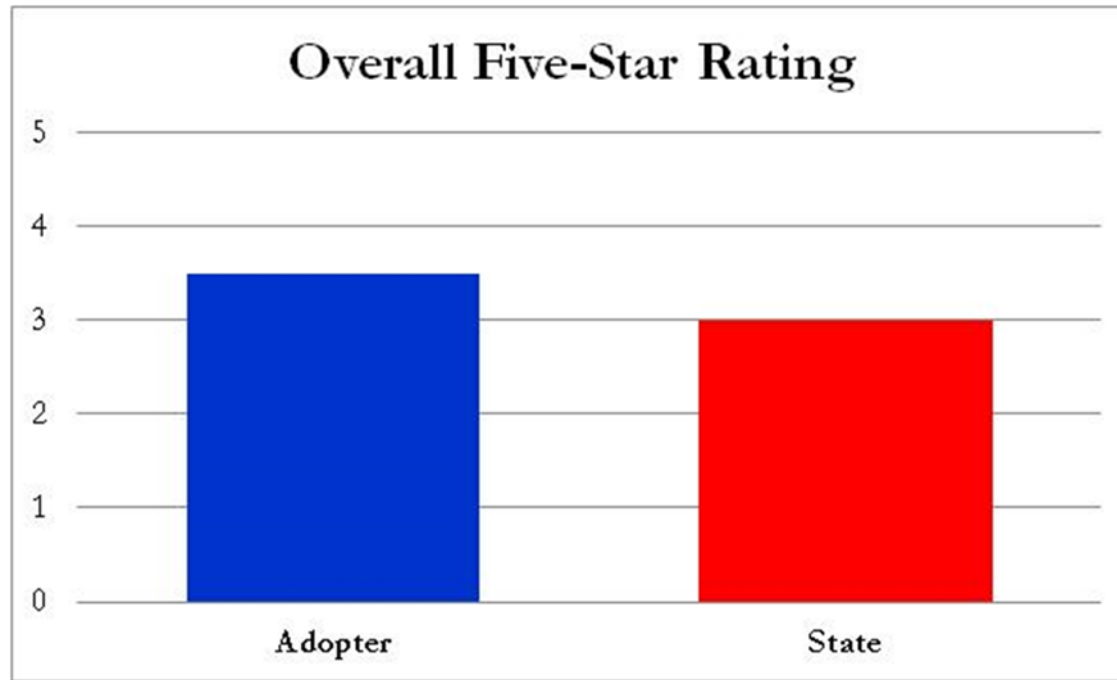| 1998	1999	2000	2001	2002	2003	2004	2005	2006
36%	36%	43%	35%	11%	12%	20%	14%	16%

Source: Amy Elliott, PhD, Director of Research and Evaluation, Pioneer Network
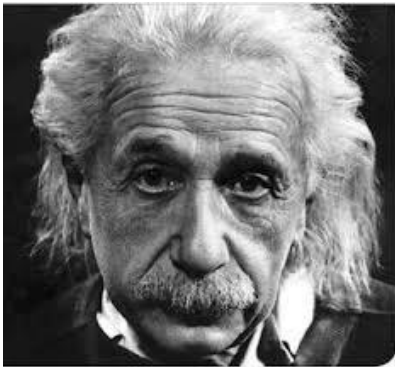
Outcomes: Improved Five Star Rating

Source: Amy Elliott, PhD, Director of Research and Evaluation, Pioneer Network

NexCare Culture Change Philosophy

Perspective Transformation

"No problem can be solved from the same level of consciousness that created it."

~ Albert Einstein

The Trajectory
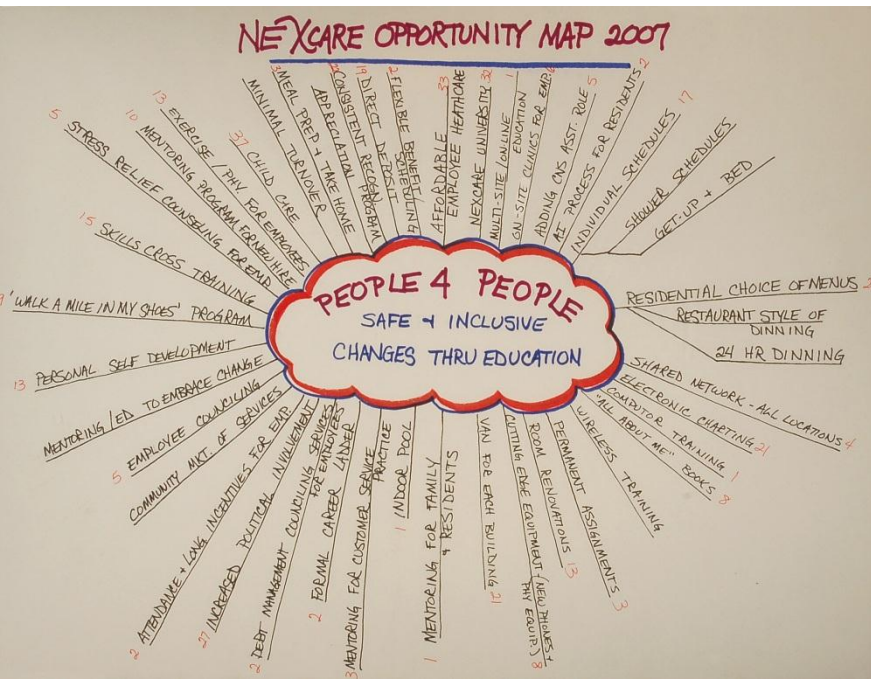
2000 Transformative Leadership

- *Core Expressions*

If I believe so much must change, I must be willing to change myself.

Francis Moore Lappe

The Trajectory

2007 AI Summit & Methodologies

The Trajectory

2012 Person-Centered Value-Based Education

Transformative Learning System

2012 - 2013

▶ Baseline Measure of Person-Centered Attitudes / Perspective

▶ Leadership and RN Transformative Learning - Capacity Development: Integrating a Person-Centered Approach in Practice.

▶ Current Staff and New Hire Orientation: Person-Centered Awareness

Transformative Learning System

2012 – Current

- Trainer-the-Trainer System

Evaluation & Stakeholder Feedback

2013 - 2015

- Aligning Stakeholder Opinion Measures
  - Staff
  - Resident
  - Patient

- 18 and 36 Month Person-Centered Attitudinal Measure

Transfer of Learning into Practice

PC Value-Based Practice

- Organizational Systems
- Clinical Practice

Transfer of Learning into Practice

PC Value-Based Practice

INCLUSIVE
The person and (if desired) people important to her or him are included in the planning process. The people included by the individual may provide input and accept responsibility for carrying out tasks.

Person-Centered Value

PERSONAL RIGHTS
The individual's choices and preferences will always be honored and considered, if not always carried out. The right to take risks must be ensured and protected. The ability to make choices includes this right.

Person-Centered Value

INDIVIDUALIZED
Person-Centered is an individualized process designed to respond to the preferences and desires of the individual. Using the person-centered planning process ensures the right to choose the care and services to meet individual life choices.

Person-Centered Value

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Where Headed & Challenges

- Leadership Messaging
- Separating Infection Control and Staff Development – Education Managers
- Dementia Capable Education with Person-Centered Perspectives / T3

Challenges

- Logistics
- Defusing fear around regulation
- Turnover